



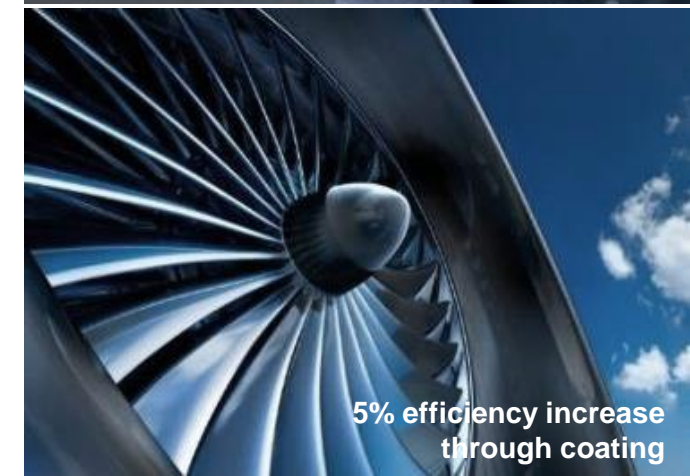
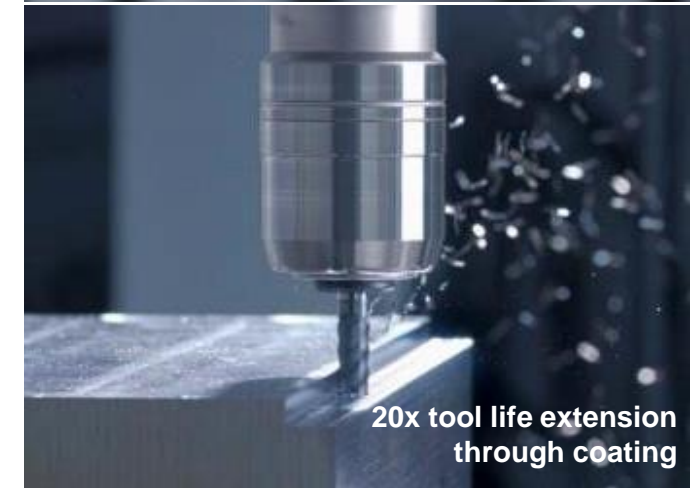
# Investor Presentation

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November 2024

# Agenda

- 1 | Overview**  
Market leader in sweet spots with technology barriers to entry
- 2 | Pure Play Transformation**  
Unlocking value
- 3 | Surface Solutions**  
Well positioned for 4-6% sales growth and 300bps margin upside
- 4 | Polymer Processing Solutions**  
Market leader exposed to structural mid-term growth
- 5 | Operational Execution & ESG**  
Enabling profitable growth and avoided emissions for customers



# There is not a single day without **Oerlikon**

## ... to outer space

Subsea hardware



Luxury goods



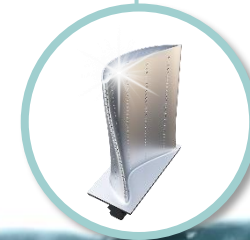
Lightweight mobility



Masks, filters, geotextiles



Apparel



Air travel



Communication satellites



## From the bottom of the ocean ...



# Industrial technology leader in sweet spots with barriers to entry



Cutting-edge technology

**Surface Solutions (56% of sales)**  
Integrated coating solutions based on broad technology portfolio

**Polymer Processing Solutions (44%)**  
Equipment to process polymers used in filament and non-filament

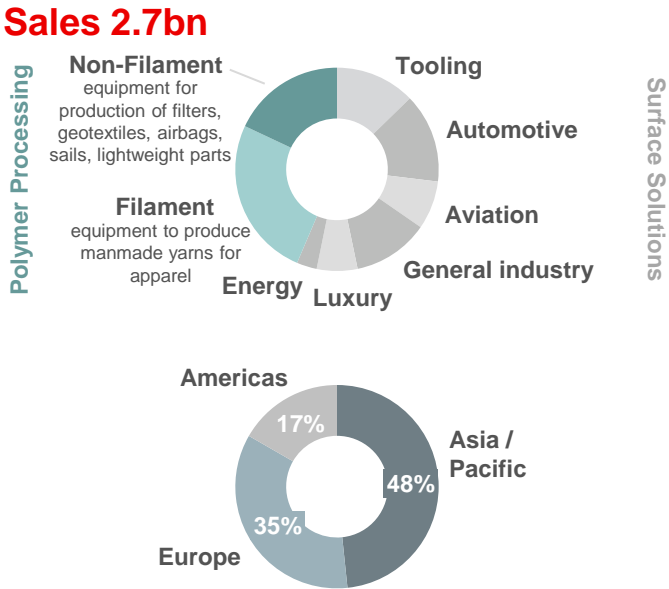
**#1**  
Market leader in coating solutions and Filament

**>30k**  
Customers incl. OEM & tier 1

Market leader in sweet spots with technology entry barriers



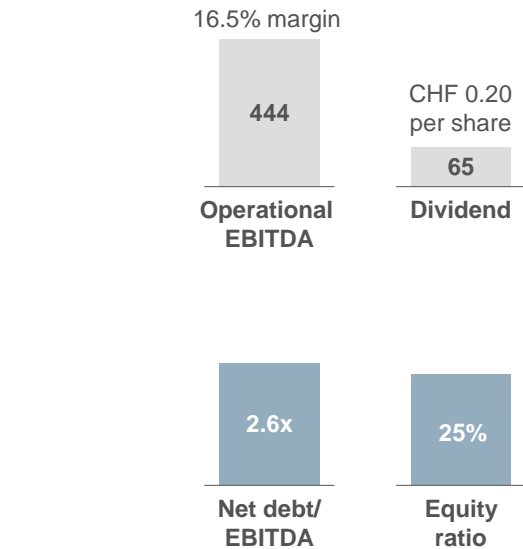
Broad market coverage



Aligned to key megatrends



Key financials 2023



Robust financials despite transitory filament downturn

Unless otherwise stated all figures in CHF m; Surface Solutions market share based on addressable markets; equity ratio based on total equity; leverage ratio based on operational EBITDA



## Accelerate regional expansion

**Increasing demand for surface solutions driven by efficiency, performance and sustainability**

- **Realize >20% sales upside** in Americas and Asia with new regional organization
- Leverage competitive advantages of integrated offering and broad technology portfolio

**>20%**  
sales upside



## Leverage tech-leadership into new areas

- **+10% sales upside** from extending technology leadership and leveraging core competencies into new growth areas
- Focus on growth opportunities in future mobility, luxury, semiconductor, and cleantech industries

**+10%**  
sales upside



## Optimize portfolio

- **Actively manage portfolio** towards high-margin solutions
- Envision selective and accretive bolt-on acquisitions, opportunistically

**M&A**  
& operational upside



## Drive cost stewardship

- **+300 bps upside ... 20-22% EBITDA margin target** in mid-term
- Drive operating leverage, actively manage portfolio, efficiency and innovation

**+300bps**  
margin upside<sup>1</sup>



**4 - 6% profitable sales growth**

**Mid-term growth potential p.a.; short-term impacted by macro headwinds**

**+5% Sales CAGR 15-19 <sup>2</sup>**

**+8% sales CAGR 21-23 <sup>2</sup>**

1) Compared to 17.1% in 2023; 2) organic FX adjusted

# Mid-term growth drivers Polymer Processing Solutions



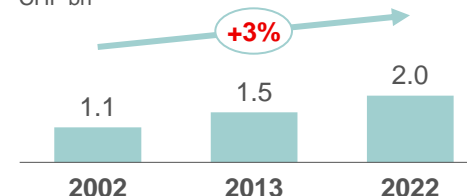
## Leadership in Filament

- **Filament equipment market grew** with 3% CAGR 02-22 driven by underlying manmade fibers market growth, innovation, rising GDP and limited alternative resources
- Positive mid-term outlook supported by need for energy saving machines and intact historical growth drivers
- 2023 and 2024 with transitory sales headwinds resulting from customers postponing investment decisions <sup>1</sup>

### Filament equipment market

+4% Oerlikon Sales CAGR 14-22

CHF bn

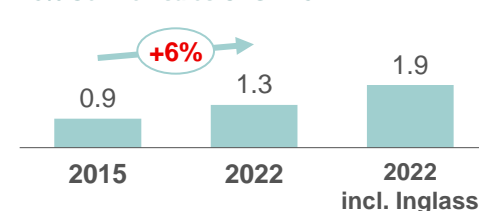


## Fragmented Non-Filament markets

- Market share gain supported by technology synergies with Filament and highly fragmented markets
- 2023 and 2024 impacted by customers postponing Capex decisions in some end markets
- **Non-Filament scope to be reviewed** in context of pure play strategy

### Non-Filament equipment market

+8% Oerlikon sales CAGR 15-22



## Upside from long-term trends

- Drive R&D to capitalize on long-term trends like textile recycling and biopolymers beyond 2025
- Supported by leveraging of machinery and process knowhow as well as market access

Textile recycling

Energy saving

Biopolymer

Future mobility

Industry 4.0



**Structural mid-term growth**

Short-term impacted by headwinds

Historical Oerlikon sales CAGR are organic and FX adjusted; 1) Customers started to postpone investment decisions (orders) in H2'22 following a) >2 years of lockdowns in China, b) higher stockpiles in the textile industry and selective consumer spending (inflation), c) logistics challenges and tighter financing in China; d) globally weakening industrial production; price cost spreads ('cash margin') of filament customers were negative in 2022 and started to recover into positive territory throughout 2023

# Pure Play Transformation

## Unlocking Value



# Oerlikon finalizing portfolio transformation started 10 years ago



## From 5 Divisions in 2014 ...

Surface  
Solutions

Polymer  
Processing  
Solutions



**Market Leaders** in  
sweet spots with  
technology entry  
barriers

Drive  
Systems

Advanced  
Technologies

Vacuum



**Lack of opportunity**  
for market leadership

## To 2 Divisions 2019 - 2024



- **Limited synergies** given different end markets, geographies, customers, business models and cycles
- **Return focus on transformation** following COVID and increasing geopolitical tensions



- **Divested:** Transitioned to better ownership
- CHF 1.2bn proceeds used for M&A (CHF 1.1bn) and extra ordinary dividends (CHF 0.4bn)

## 2024 - 2026



**Unlock  
pure play  
potential**

- **Become agile and focused**
- **Create distinct investment opportunities**



# Pure play implementation on-track

Update 5 November 2024

**oerlikon**

## Evaluations ongoing to separate Manmade Fibers

- Looking into various options for the value accretive separation of Polymer Processing Solutions' Manmade Fibers business <sup>1</sup>

## Executing on organizational separation

- The Manmade Fibers business will be set-up as a largely independent organization as of January 2025
- Ready for intended separation

## Executing on future cost efficiency

- Clear plan to adjust overhead costs to pure play scope by merging overhead with Surface Solutions
- Initiated FTE streamlining; further SG&A cost measures being implemented
- Target to eliminate all overhead costs, which are currently borne by Manmade Fibers



**Becoming an  
agile & distinct  
pure play**

1) 2023 sales: CHF 1.03bn

# Surface Solutions well-positioned for profitable growth

oerlikon

## Sound positioning

**Market leader** in cutting-edge surface technology

**Present** in niche market

**At technology forefront** since 1946 (PVD)

**Application knowhow** of interdisciplinary sciences

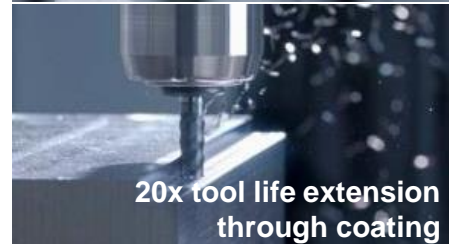
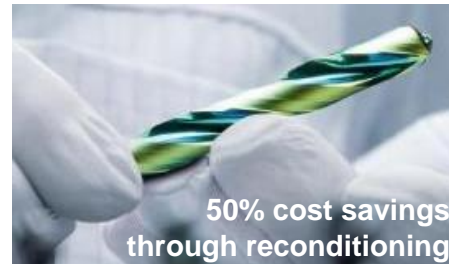
**Long-standing customer relationships** & industry expertise

**Strong credibility** through integrated offering

**Small cost** on customers' bill, with significant value proposition

**Diversified end markets** and technologies since 2013

## Enabling efficiency & sustainability



## Clear set of growth levers

**Accelerate regional expansion**

**Leverage tech-leadership** into new areas

**Improve profitability**



Mid-term growth target

# Oerlikon Surface Solutions

## Division Overview



# Surface Solutions is well positioned for profitable growth



- 1** **Sound positioning:** Surface technology leader in niche market with high barriers to entry and diversified end market exposure
- 2** **4-6% sales growth potential:** Capitalize on increasing demand for surface solutions by driving regional expansion and leveraging technology leadership into new areas
- 3** **+300 bps upside** to 20-22% EBITDA margin target in mid-term, supported by operating leverage, cost focus, innovation and active management towards high-margin solutions
- 4** **Enable customers' sustainability** and drive environmental progress in own operations

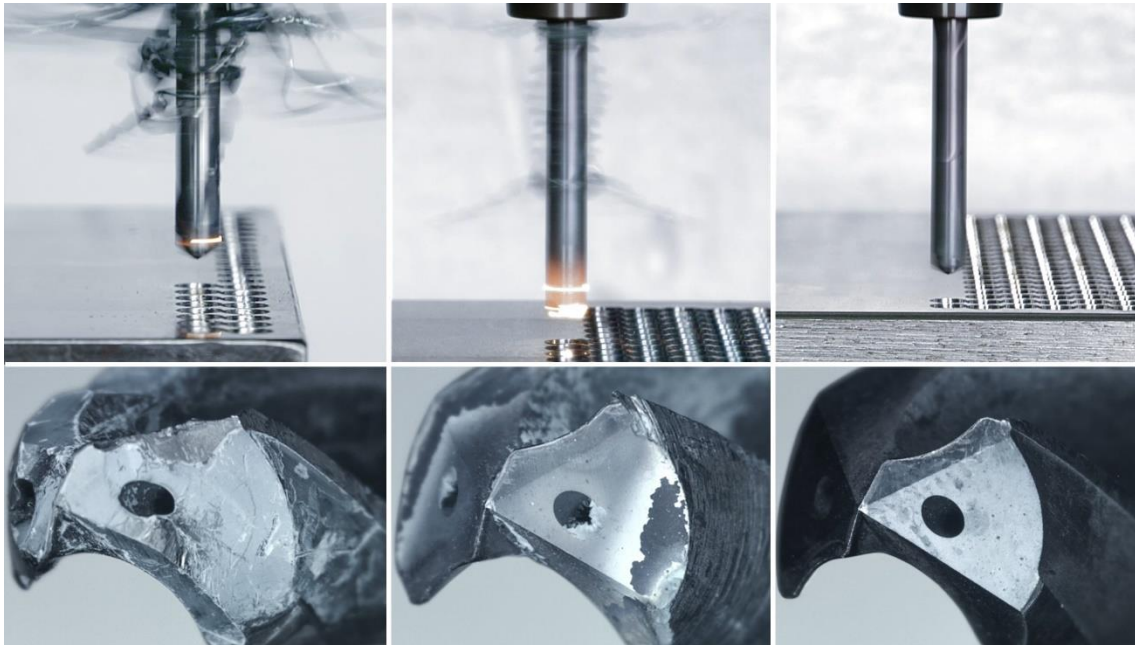
# Enabling efficiency and avoided carbon emissions for customers

**oerlikon**

## Surface solutions improve efficiency, performance and sustainability

Uncoated

➤ Older standard Coating ➤ Oerlikon Coating



### Coatings **protect tools** after >4500 holes drilled

corrosion protection | environmental protection | strength | abrasion protection | hardness | chemical stability | conduction control | permeability control | anti-sticking | color flexibility | decorative enhancement | thermal stability | antibacterial | bio-compatibility | magnetism control | anti-reflection | easy cleaning | safety | wear resistance | insulation control | thermal protection | clearance control | erosion protection

1) Across 2019 installed base of aero engines; 2) 20x reflects average across tooling, with peak extension up to 160x

## Oerlikon's coatings for Tooling and Aviation save >100% of Swiss CO<sub>2</sub> emissions



**20x lifetime extension**<sup>2</sup> of a metal tool through coating... resulting in significant metal saving, saving annually ~8.3 mio metric tons CO<sub>2</sub> or **~28% of Swiss CO<sub>2</sub> emissions**



**5% efficiency increase** in aero turbines through coatings... equaling ~26 mio metric tons of CO<sub>2</sub> reduction annually<sup>1</sup> or **~88% of Swiss CO<sub>2</sub> emissions**



Coatings **enable lightweight** materials... 10% less weight extends car driving range by 5-7%...for a 650 km EV this is equivalent to a **marathon**





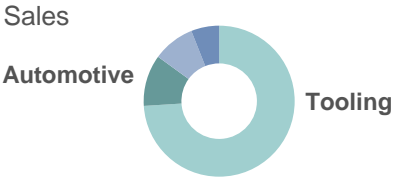
# Developed Surface Solutions into a diversified technology leader close to customers



Diversified the end markets

2013

End markets focused on Tooling



Broadened technology leadership

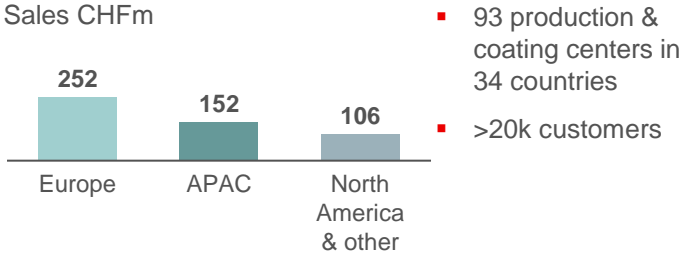
Specialized in PVD for tooling & automotive with limited growth opportunities

- PVD for tooling and automotive



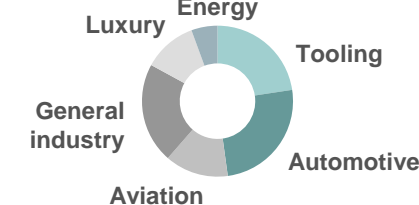
Moved closer to customers

Functional organization out of Europe



2023

Diversified end markets aligned to key megatrends

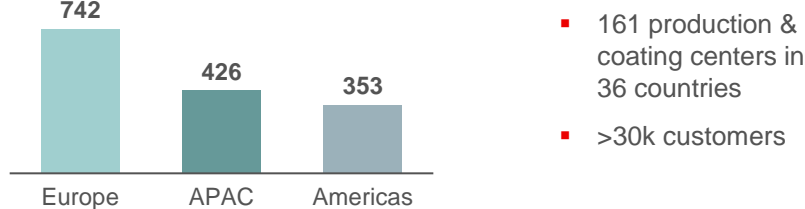


Diversified across technologies with growth potential

- PVD/CVD (services & equipment) for tooling, medical, automotive, luxury, energy
- Thermal Spray (equipment & materials) with aviation and energy as key markets
- Additive Manufacturing (services and materials) with focus on aviation (incl. space) and semiconductors



Geographical organization driving regional growth



# Surface Solutions at a glance

## Key metrics 2023

**#1**  
Market leader  
in coating solutions

**CHF 1.5bn**  
Sales

**17%**  
EBITDA margin <sup>1</sup>

**8'432**  
FTE's

Market leader  
in coating solutions

## Integrated high-tech offering



Coating  
services



Coating  
materials



Coating  
equipment



Components

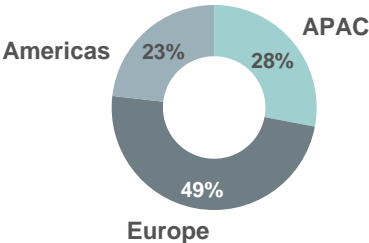


Additive  
manufacturing

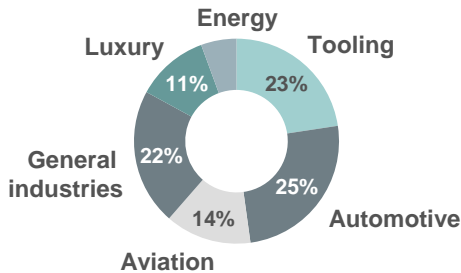
Enabler of avoided  
emissions for customers

## Sales split 2023

### By markets



### By industry



Global and diverse  
end markets

## Customers

**>30k active customers  
including industry leaders**

### Serving top players

- 100% in Tooling
- 75% in Automotive
- 75% in Aviation
- 100% in Energy

**Top 10 customers account  
for ~7% of sales**

Broad and stable  
customer base

(1) Operational EBITDA margin

# Market leader in niche market with high barriers to entry

oerlikon

1

## Market leader in high-tech niche surface solutions markets

PVD competitors include Ionbond (IHI), Eifeler (Voestalpine), Cemecon; Thermal spray competitors include Höganäs and Praxair (Linde) <sup>1</sup>



## At technology forefront since 1946 (PVD)

e.g. BALINIT ALCRONA EVO (launched in 2024) features 30% tool life increase vs. predecessor coating BALINIT ALCRONA PRO (2010)



## Application knowhow of interdisciplinary sciences is key

incl. materials science, physics, chemistry, engineering and IT



## Long-standing customer relationships and industry expertise

Oerlikon with >150 coating centers globally, joined R&D with customers, present across major industries, strong brand



## Strong credibility through integrated offering

Leveraging unique positioning of integrated offering (services, materials, equipment) and broad technology portfolio (incl. PVD, thermal spray, additive manufacturing)



1) Market share depending on applications and based on current addressable market

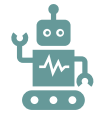


## Accelerate regional expansion

**Increasing demand for surface solutions driven by efficiency, performance and sustainability**

- Realize **>20% sales upside** in Americas and Asia with new regional organization
- Leverage competitive advantages of integrated offering and broad technology portfolio

**>20%**  
sales upside



## Leverage tech-leadership into new areas

- **+10% sales upside** from extending technology leadership and leveraging core competencies into new growth areas
- Focus on growth opportunities in future mobility, luxury, semiconductor, and cleantech industries

**+10%**  
sales upside



## Optimize portfolio

- **Actively manage portfolio** towards high-margin solutions
- Envision selective and accretive bolt-on acquisitions, opportunistically

**M&A**  
& operational upside



## Drive cost stewardship

- **+300 bps upside** ... 20-22% EBITDA margin target in mid-term
- Drive operating leverage, actively manage portfolio, efficiency and innovation

**+300bps**  
margin upside<sup>1</sup>



**4 - 6% profitable sales growth**

**Mid-term growth potential p.a.; short-term impacted by macro headwinds**

**+5% Sales CAGR 15-19<sup>2</sup>**

**+8% sales CAGR 21-23<sup>2</sup>**

1) Compared to 17.1% in 2023; 2) organic FX adjusted

# One face to the customer benefiting from integrated portfolio

Technology leadership in materials and equipment drives profitable growth in services

**oerlikon**



## Coating services

- Global network of 150+ coating centers; customer proximity and response time is key
- Pick-up and return within 1-2 days
- Bespoke solution offering
- Technologies including thin film (PVD) and thermal spray



## Coating materials

- Manufacturing and sale of powders used in thermal spray and additive manufacturing
- New material development using Scoperta's artificial intelligence platform
- Tailored solutions to specific needs



## Coating equipment

- Manufacturing and sale of coating machines including thermal spray and thin film
- Largest installed base of coating machines with global coverage
- Aftermarket: spare parts and field services



## Components

- Produce high-performance components
- High-end special materials knowhow: In-house competence center for coated and printed components
- Customer synergies with integrated offering



## Additive Manufacturing

- Pioneering the industrialization of additive manufacturing, in series
- Offering 3D printing services and materials (metal-based) for customers in focus application areas



Coating equipment for polymer auto grill



Coated mold



Materials & equipment for turbine blade



Materials & equipment for landing gear



Battery shielding for EVs



Printed support structure for satellite radio antenna

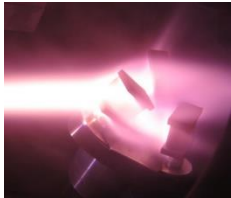


## Services, materials, components and equipment based on leading-edge coating technologies



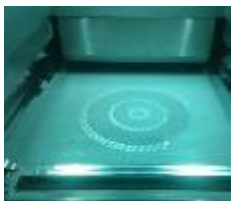
**Thin film (PVD)**

- Carbides, nitrides and other materials are deposited onto the surface of a component or tool; occurs in a high temperature vacuum with the support of electrical and magnetic field forces
- Sustainable coating technology with reconditioning capability for circular economy



**Thermal spraying**

- Metals, ceramics and other materials are deposited onto the surface; materials are applied with 'spray guns' at high velocity onto a component through a plasma or combustion stream
- Sustainable coating technology with reconditioning capability for circular economy



**Additive manufacturing**

- Laser(s) are building complex structures layer by layer from a metal powder bed (3D printing)
- Sustainable production technology with minimal waste compared to subtractive production technology

Oerlikon enabling  
**>20**  
surface properties

corrosion protection | environmental protection | strength | abrasion protection | hardness | chemical stability | conduction control | permeability control | anti-sticking | color flexibility | decorative enhancement | thermal stability | antibacterial | bio-compatibility | magnetism control | anti-reflection | easy cleaning | safety | wear resistance | insulation control | thermal protection | clearance control | erosion protection | ...



**Competitive advantage**

**Integrated modular technologies tailored to the customer's needs**

**Supported by R&D investments: ~5% of sales**

# Combining surface technologies tailored to the customer's needs

Case example: SubSea valve

## Oerlikon increasing efficiency, extending service life and reducing weight

Thin film  
(PVD)

1

**Valve coatings:** Corrosion, erosion protection, low friction, wear resistance

Thermal  
spraying

2

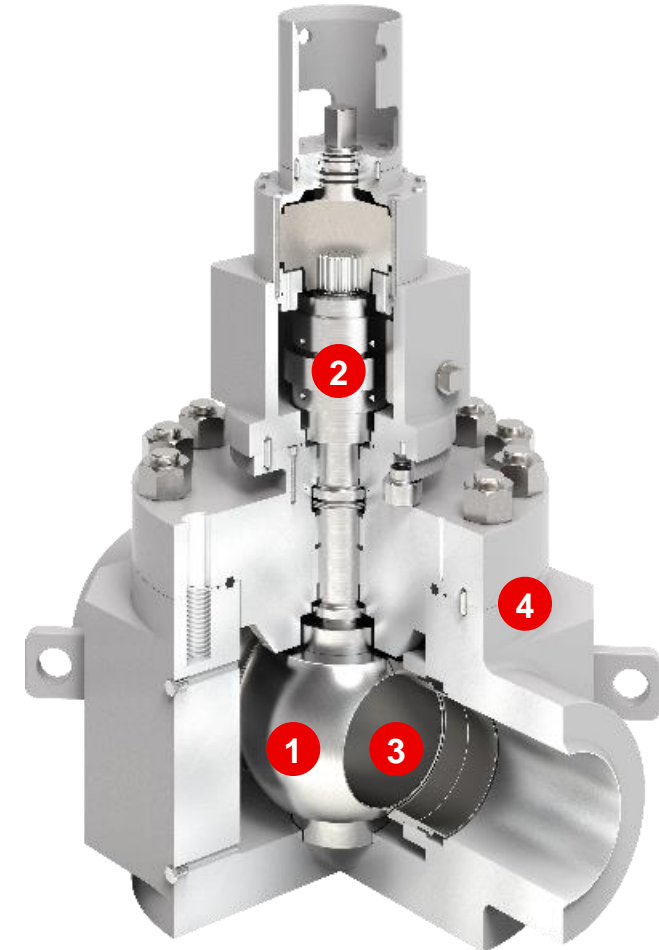
**Valve Stems/Actuators:** Clearance reduction, anti-abrasion, low friction, improve efficiency

Additive  
manufacturing

3

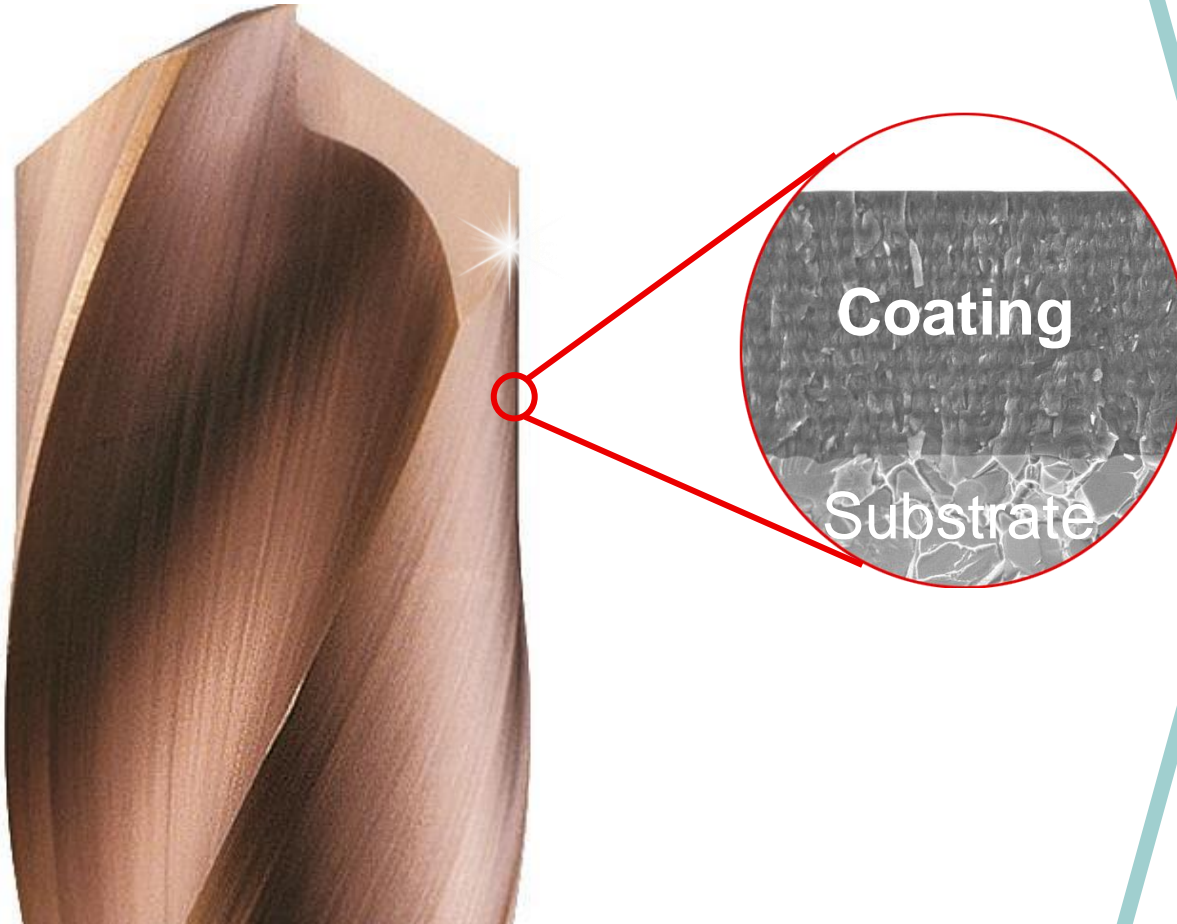
**Valve Ball & Body:** Additive manufacture of valve balls and valve bodies for weight reduction

4



PVD coatings: Harder than steel ...

... but only a few thousandths of a millimeter thin



**0.05mm**

Human hair



**0.003mm**

BALINIT® hard coating



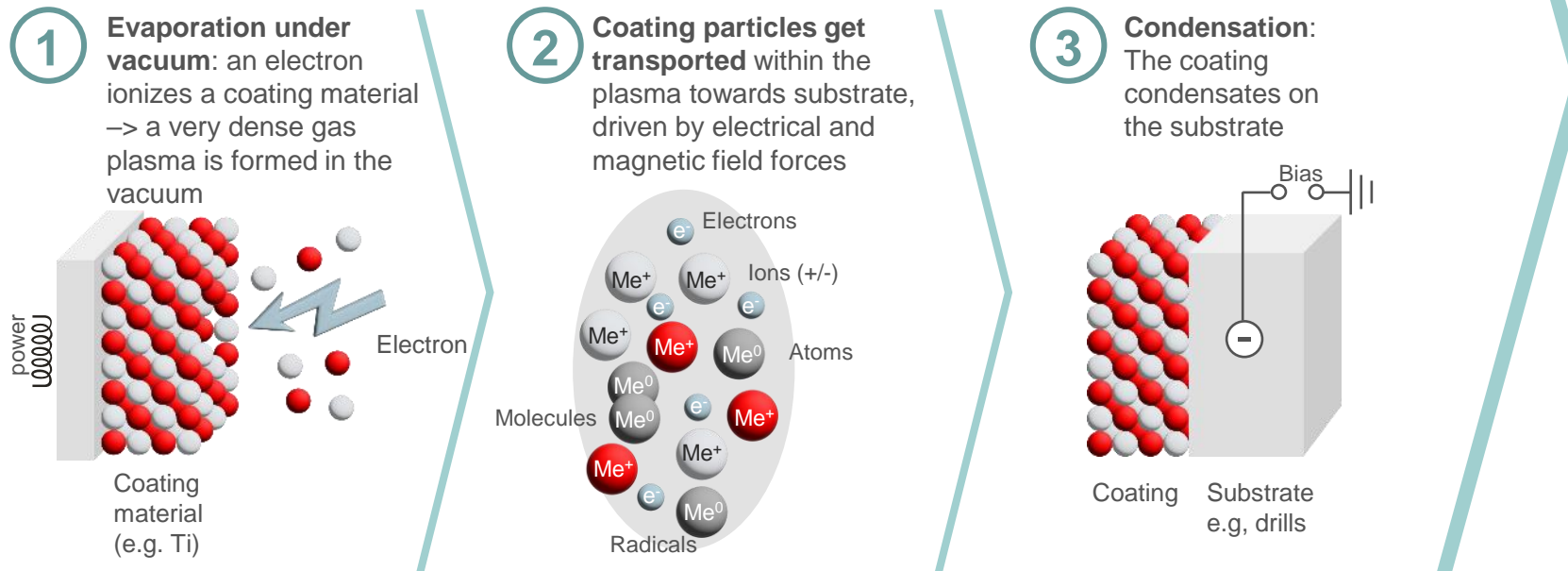
# High-tech coating processes: Deep dive PVD

## Physical Vapor Deposition (PVD)

PVD is a coating process carried out under high vacuum and at temperatures between 80 and 600 °C; metals are deposited onto a surface serving as **ultra thin, resilient** and **environmentally friendly** coating



Drills getting coated in a PVD vacuum chamber



**Technology entry barriers**

# Surface Solutions margins of 20%+ continue to be a key management focus

## 2019-21:

Efficiency gains despite lower sales during COVID -> 18.3% margin in 2021

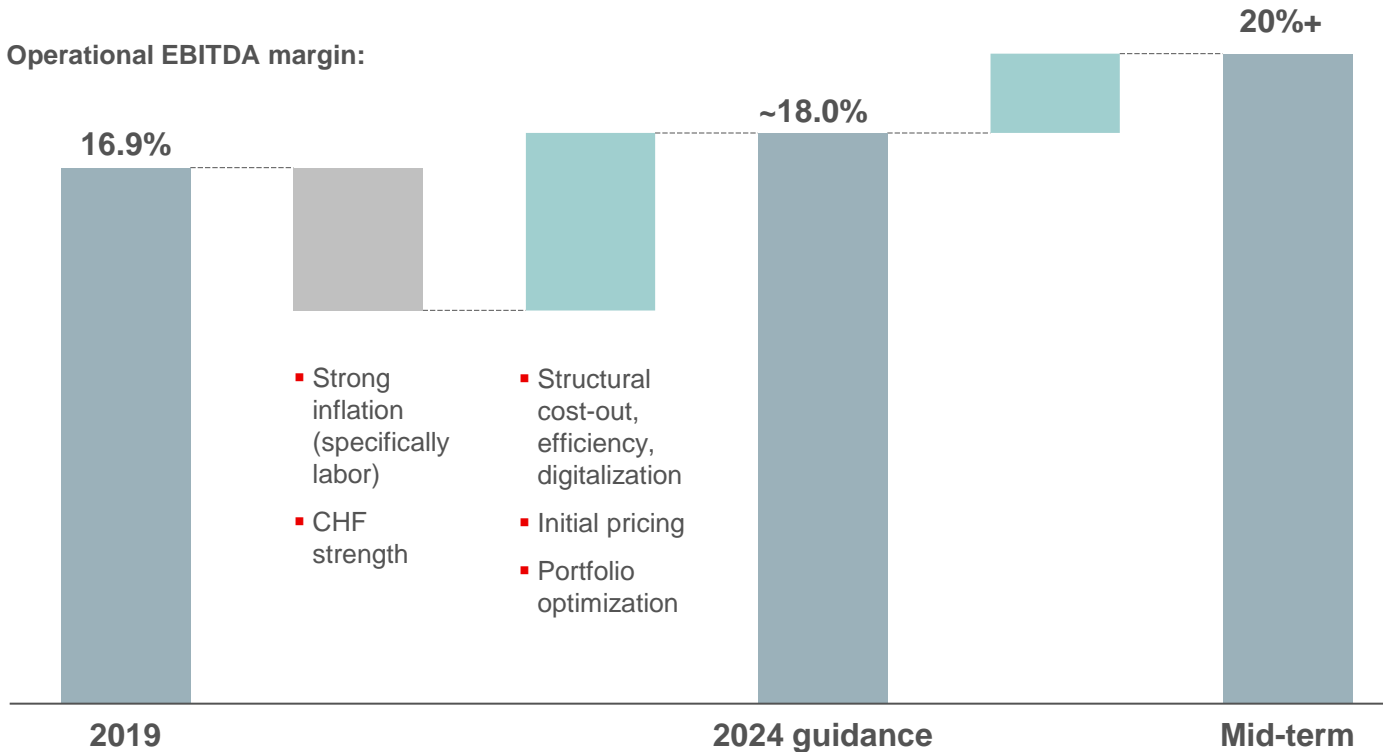
## 2022-23:

Unprecedented input cost pressure, not yet fully compensated

## 2024 - Mid-term:

Drive innovation, operating leverage and efficiency

Operational EBITDA margin:



## Clear path to 20%+ margin:

- **Operating leverage**
- **Continued innovation and pricing**, supported by technology and new dedicated pricing team
- **Accelerating automatization and digitalization** (SAP implemented by YE'23; digital twin rollout in 2024 to digitize the coating process)
- **Operational excellence** incl. continued footprint optimization
- **Overhead efficiency** incl. continued streamlining of organization
- **Portfolio optimization** towards high-margin solutions

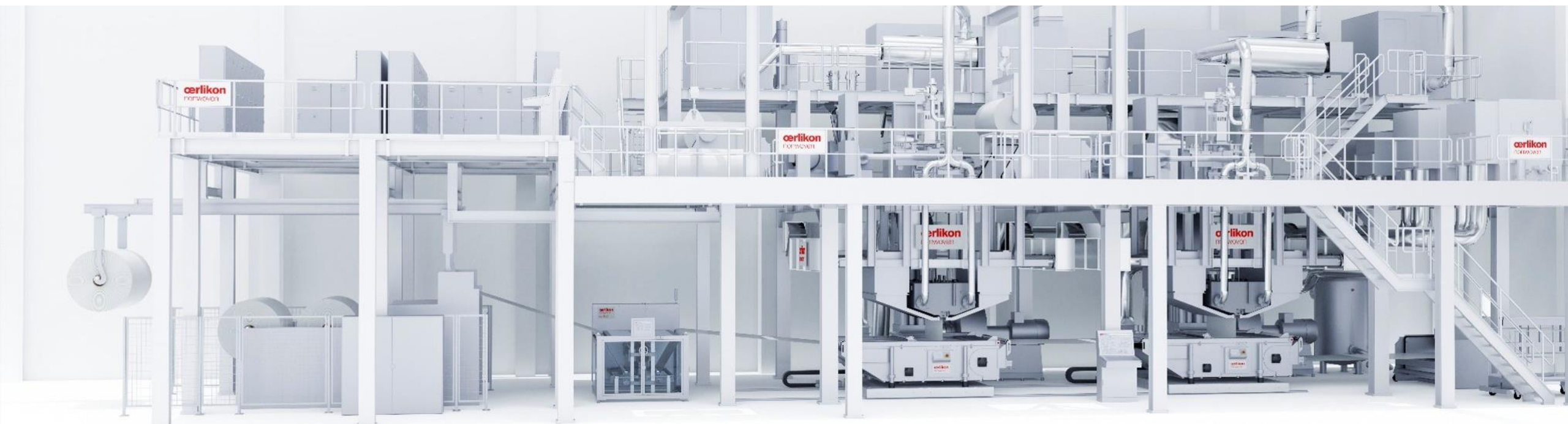


# Polymer Processing Solutions

## Division Overview

**Oerlikon is evaluating options for separation of its Manmade Fibers Business**

with the aim of value creation for all stakeholders (as announced on 20 Feb 2024 & 5 November 2024)



# Polymer Processing Solutions at a glance

## Key metrics 2023

#1

Filament market leader with 40-50% share

**CHF 1.2bn**  
Sales

**14%**  
Operational EBITDA margin

**3'798**  
FTE's

Market leader for polymer processing solutions

## Offering



**Machines & plants**  
For polymer processing



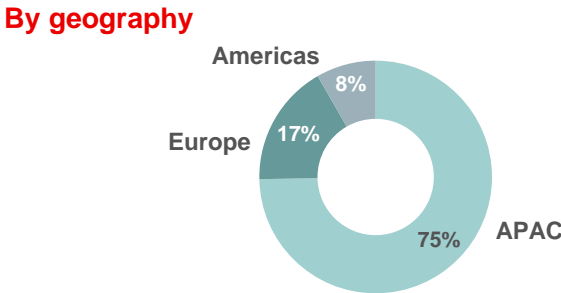
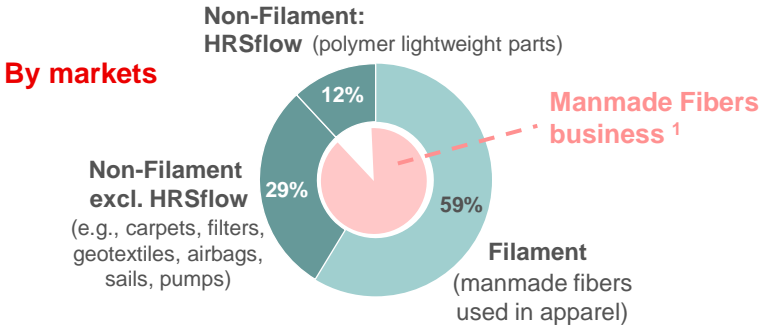
**Components**  
Hot runner systems, pumps



**Services**  
Commissioning, maintenance & repair, advisory and upgrades

Integrated high-tech offering

## Sales split 2023

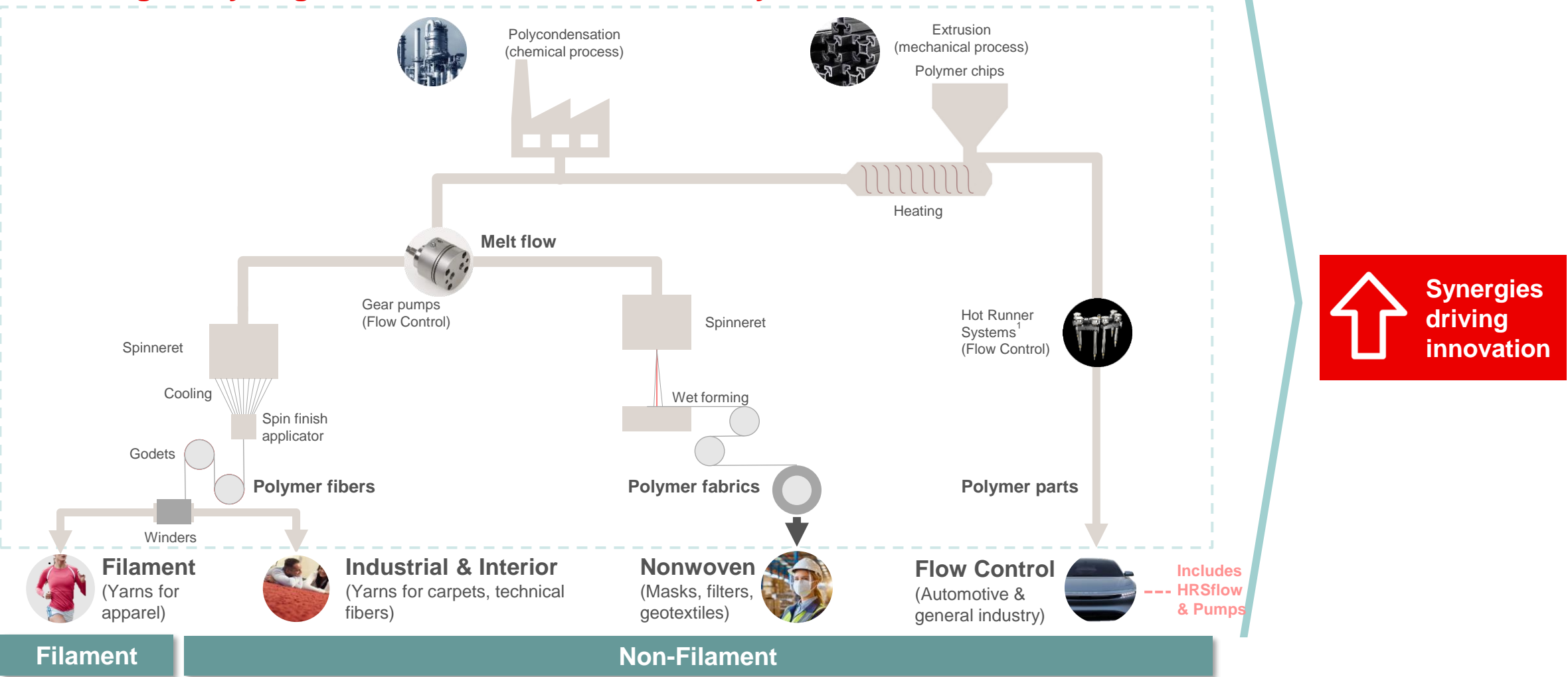


**Diversified customer base**  
Filament: Hengli Group, Reliance Industries, Tongkun, Hengyi, ...  
Non-Filament: BMW, Magna, 3M, ABB, Berry, ...

Geared towards APAC and Filament

1) 2023 sales: CHF 1.03bn



Technological synergies between Oerlikon machinery for Filament and Non-Filament



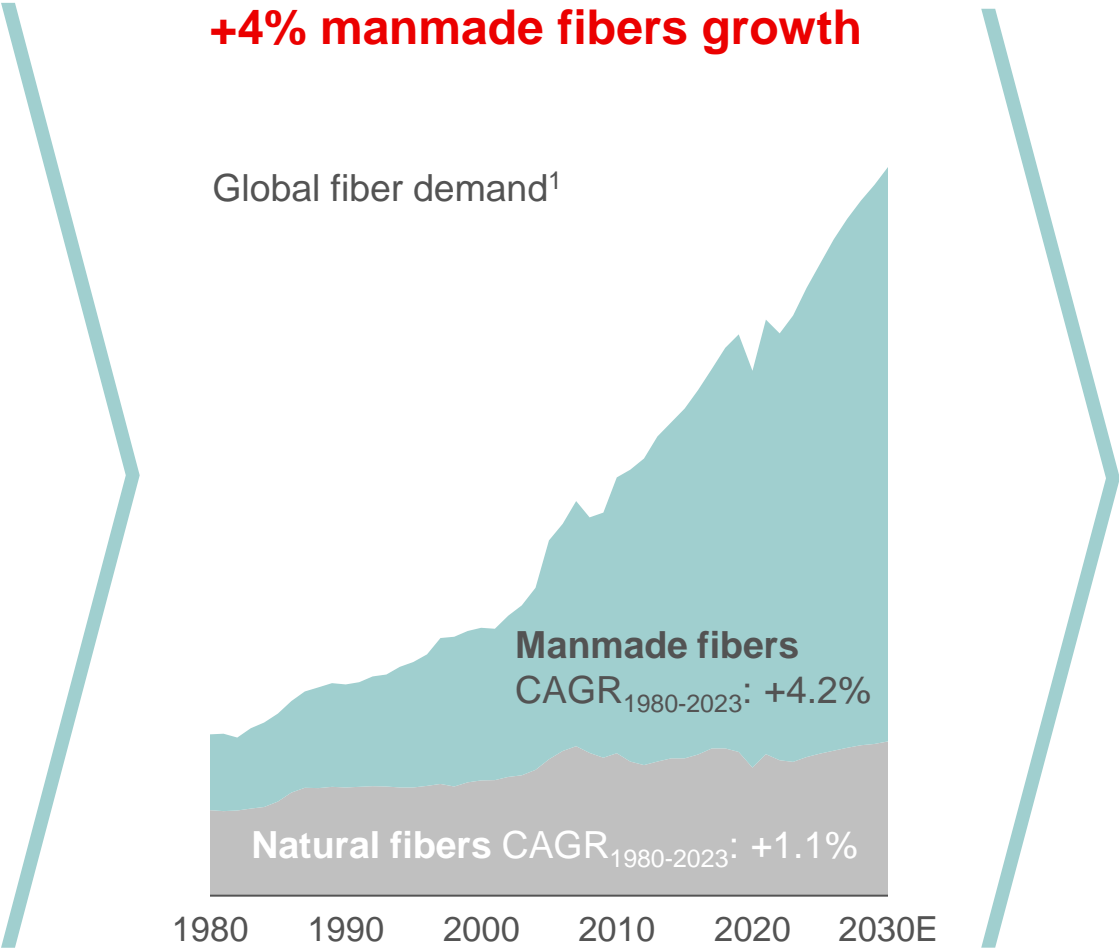
(1) Hot Runner Systems only go through the process of extrusion, not polycondensation

# Manmade fibers outgrowing natural fibers

## Growth drivers

-  Population growth and affluence
-  Better availability
-  Lower resource intensity
-  Superior product characteristics (e.g., stretch, waterproof)

## +4% manmade fibers growth



**Need for equipment**

Oerlikon with ~45% global equipment market share for manmade fibers used in apparel (filament)

1) Source: PCI Redbook; in m t

# Mid-term growth drivers Polymer Processing Solutions

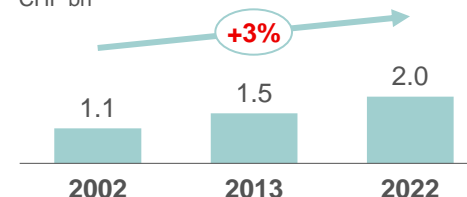


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CHF bn

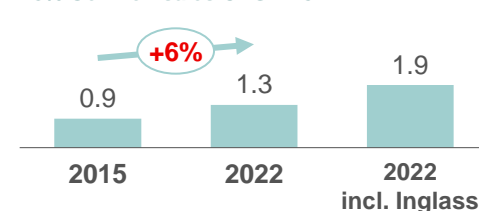


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### Non-Filament equipment market

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## Upside from long-term trends

- Drive R&D to capitalize on long-term trends like textile recycling and biopolymers beyond 2025
- Supported by leveraging of machinery and process knowhow as well as market access

Textile recycling

Energy saving

Biopolymer

Future mobility

Industry 4.0



**Structural mid-term growth**

Short-term impacted by headwinds

Historical Oerlikon sales CAGR are organic and FX adjusted; 1) Customers started to postpone investment decisions (orders) in H2'22 following a) >2 years of lockdowns in China, b) higher stockpiles in the textile industry and selective consumer spending (inflation), c) logistics challenges and tighter financing in China; d) globally weakening industrial production; price cost spreads ('cash margin') of filament customers were negative in 2022 and started to recover into positive territory throughout 2023



# Operational Execution & ESG

Enabling Profitable Growth and Avoided Carbon Emissions for Customers



# Operational focus to drive profitable growth



## **Grow & innovate**

### **3 focus areas**

- Drive sustainable innovation and technology leadership to outgrow markets
- Leverage technology leadership into new growth areas and geographies; organically and with accretive M&A

### **Leverage ...**

**Technology leadership**



## **Improve profitability**

- Apply strict cost focus and benefit from operating leverage
- Improve ROCE supported by strengthened capital allocation framework
- Optimize portfolio towards high-margin solutions
- Balance sheet strength

**Capital allocation framework**



## **Drive sustainability progress**

- Enable customers' sustainability and efficiency: Provide ecological and economical value propositions by focusing R&D and new products on sustainability criteria
- Drive Oerlikon's environmental and social progress, focus on strong corporate culture

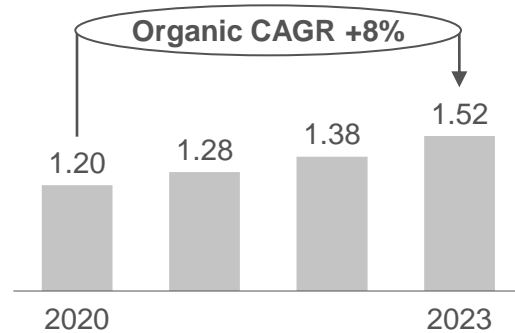
**Sustainability proposition**

## Surface Solutions

Pure Play Focus

### Demand driven by sustainability and efficiency

Sales <sup>1)</sup>



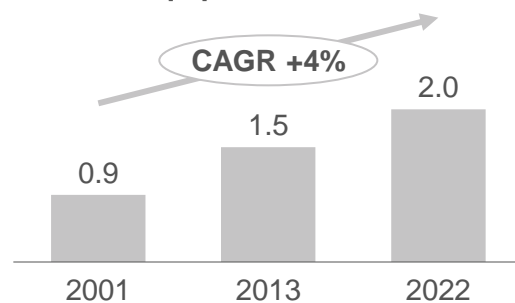
- **Geographic expansion** in Americas (2023: +13% <sup>2)</sup>) supported by new organization
- **Leverage technology leadership** into new areas: e.g. battery shielding, semiconductors, luxury and hydrogen
- **Innovate**: e.g. launching next generation coatings, broaden customer reach via online sales platform

## Polymer Processing Solutions

Evaluating options for value creative separation of Manmade Fibers

### Mid-term demand driven by rising GDP and limited alternative resources

Filament equipment market

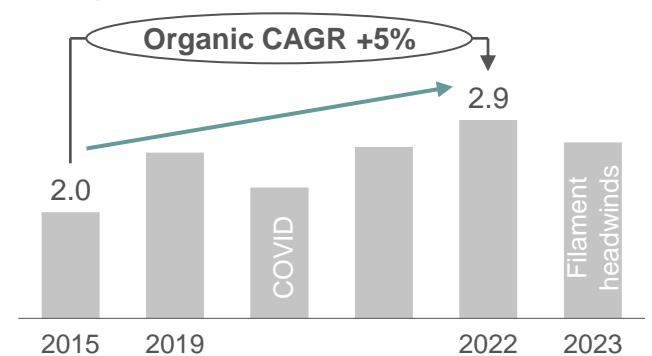


- **Leadership in filament**: in terms of innovation (e.g. WINGS) and market share (~45%); 2023/24 impacted by cyclical downturn
- **Non-Filament market share gain** supported by technology synergies with Filament and highly fragmented markets
- **Upside** from long-term trends, e.g. textile recycling



Track record of innovation and 4-6% sales growth

Group sales<sup>1</sup>:



1) CAGR is FX adj. and excludes M&A; Group sales exclude the Drive Systems Division which was divested in 2019; 2) FX adjusted

# Growth accelerated by sustainable megatrends



## Oerlikon R&D on

Energy consumption

Water consumption

Social impact

Waste emissions

Raw material consumption

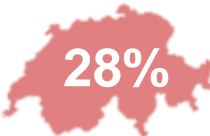
Service time

## Oerlikon's coatings for Tooling/Aviation save >100% of Swiss CO<sub>2</sub> emissions



**20x lifetime extension** <sup>3</sup> of a metal tool through coating (vs. uncoated)

Resulting in significant metal saving, saving annually ~8.3 mio metric tons CO<sub>2</sub> or **~28% of Swiss CO<sub>2</sub> emissions** <sup>4)</sup>



Coatings on aero turbine **increase efficiency ~5%**

Equals ~26 mio metric tons of CO<sub>2</sub> reduction annually<sup>1</sup>... **~88% of Swiss emissions** <sup>4)</sup>



Coatings and hot runner systems **enable lightweight** materials

10% less weight extends car driving range by 5-7%...for a 650km EV this is equivalent to a **marathon**



Manmade fibers are **less resource intensive** than natural fibers and increasingly recyclable

A cotton t-shirt requires around 1'300l of water compared to ~8l for polymers... savings equivalent to **~9 bathtubs**



**~30% energy saving** with new filament equipment

Annual CO<sub>2</sub> emission savings <sup>2</sup> of Oerlikon winders of 2.6mt... equivalent to annual gasoline consumption of **~500k cars**



1) Across 2019 installed base of aero engines; 2) Data per 2020 installed base for new vs. older generation of FDY on POY take-up and winding machinery; 3) 20x reflects average across tooling, with peak extension up to 160x; 4) 29.6 mio metric tons as per 2022

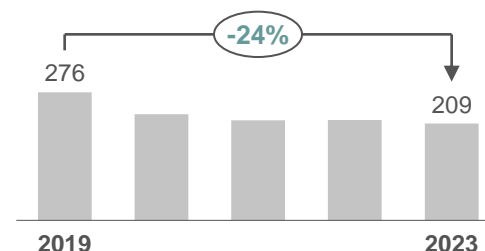
# Strengthening the base for profitable growth



## Cost efficiency

- **24% overhead savings** since 2019, despite 3 acquisitions
- **Proactive cost actions** initiated in Q4'22 ahead of filament headwinds
- Continued focus on efficiency incl. digitalization and **footprint optimization** of coating centers

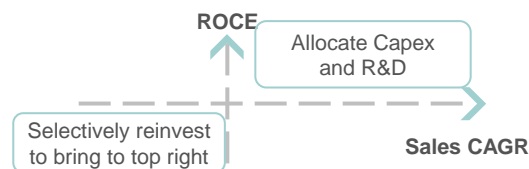
Admin expenses



## Portfolio optimization

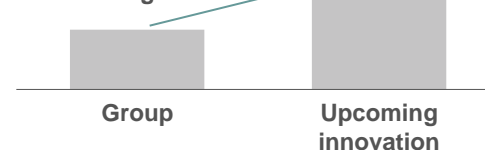
- **Stringent portfolio reviews**
- Following inline ePD exit in Q4'22, exiting **Teknoweb / OBA-Automation** and realigning **AM** in Q4'23, thereby structurally improving profitability

Capital allocation framework



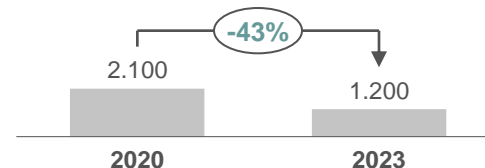
- **Upcoming innovation attractively priced** in Surface Solutions, enabled by strengthened capital allocation framework with increased **focus on commercialization**

Gross margin



- **Eliminating products** which are subscale and dilutive in Surface Solutions' materials and equipment portfolio

# materials in Surface Solutions



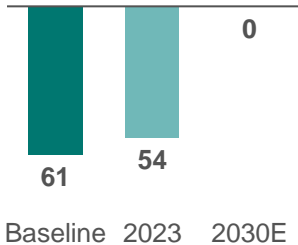
## Enabling profitable growth

Taking measures to structurally improve mid-term profitability

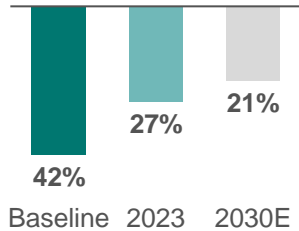


# Progressing towards 2030 ESG targets

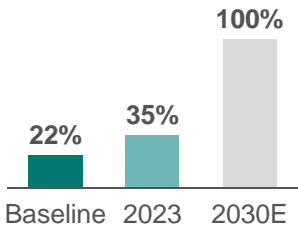
Reduce emission intensity (scope 1&2) in relevant operations to become climate neutral <sup>1</sup>



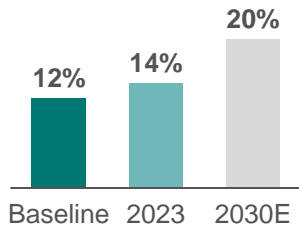
Reduce % of disposed waste



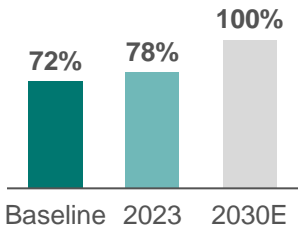
Increase % of electrical energy from renewable sources



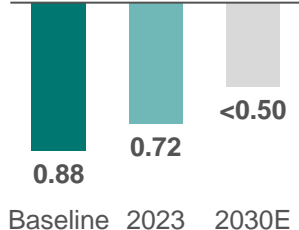
Increase % of women in management and leadership roles



Increase % R&D investment in products that must cover ESG criteria



Reduce rate of recordable work-related injuries (TAFR)



1) Measured in tons CO<sub>2</sub> eq / CHFm sales ; More information can be found in the Oerlikon Sustainability Report online

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